

Analysis of IoT Implementation to Optimize the Quality Control System for the Installation of the PJUTS Project at PT. Industri Telekomunikasi Indonesia (Persero)

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Abstract

This research aims to analyze the implementation of the Internet of Things (IoT) in optimizing the quality control (QC) system in the Solar Public Street Lighting (PJUTS) project, with a case study at PT Industri Telekomunikasi Indonesia (Persero). The approach used is qualitative, with data collection techniques in the form of observation, in-depth interviews, and documentation during the internship at the company. The results showed that the use of Internet of Things (IoT) technology such as GPS-based cameras, Looker Studio, My Maps, Google Drive, and Spreadsheet can improve the efficiency and effectiveness of the QC process by using a cloud-based monitoring and documentation system. However, there are some constraints that need to be considered when adapting the technology and validating field data. Overall, the application of IoT improves the quality of project supervision and enhances the competitiveness of companies in Industry 5.0.

Keywords: Internet of Things (IoT), quality control, PJUTS, PT INTI, optimization, industrial technology 5.0

INTRODUCTION

The evolution of Industry 5.0 has led to the rapid adoption of smart technologies in various sectors, including manufacturing, energy, and infrastructure development. One of the most transformative technologies is the Internet of Things (IoT), which facilitates real-time data exchange, automation, and cloud-based control through interconnected devices. The implementation of IoT in business operations is seen as a strategic step

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toward improving efficiency, responsiveness, and competitiveness in the modern industrial landscape.

PT Industri Telekomunikasi Indonesia (Persero), a state-owned enterprise engaged in the field of telecommunications equipment manufacturing and system integration, has embraced the digital transformation agenda through its Operation Division. This division plays a pivotal role in managing the implementation of national infrastructure projects, one of which is the Solar Public Street Lighting (PJUTS) project. As part of its quality assurance mechanism, the company has begun integrating IoT-based solutions to enhance the quality control (QC) process, particularly during the installation and monitoring stages of PJUTS deployment.

Quality control is a critical aspect in ensuring the effectiveness and durability of infrastructure projects. Traditional QC processes often involve manual verification, delayed reporting, and limited data traceability. These limitations can result in inefficiencies, increased operational costs, and decreased project accountability. With the integration of IoT technologies such as GPS-enabled cameras, cloud-based platforms (e.g., Google Drive, Looker Studio, and My Maps), and real-time documentation tools, PT INTI aims to improve the monitoring, documentation, and evaluation stages of QC systematically and transparently.

Despite the promising advantages, the implementation of IoT in QC activities is not without challenges. Resistance to change, employee adaptation, and issues related to data accuracy and validation are among the obstacles identified during the internship observation.

Therefore, understanding the effectiveness and obstacles of IoT adoption becomes crucial to ensure sustainable improvements in quality monitoring.

This study aims to analyze how the implementation of IoT optimizes the quality control system in the PJUTS project at PT INTI. By employing a qualitative research approach through in-depth interviews, direct observation, and document analysis, the research seeks to explore the real impact of IoT on project management performance and to identify potential areas for enhancement. The results are expected to contribute to the development of best practices in integrating smart technologies for public infrastructure quality control and support the competitiveness of state-owned enterprises in the digital era.



Objectives

The primary objective of this research is to analyze the implementation of Internet of Things (IoT) technology in optimizing the quality control (QC) system within the Solar Public Street Lighting (PJUTS) installation project at PT Industri Telekomunikasi Indonesia (Persero).

LITERATURE REVIEW

Quality Control (QC) is an important element in every operational process, especially in public infrastructure projects that demand high accuracy and sustainability of work results. In general, quality control is defined as a series of systematic activities aimed at ensuring that the products or services produced meet the established standards. According to Pangaribuan and Yoga (2024), QC not only functions as a monitoring system but also as a quality control mechanism to ensure that the entire production process runs in accordance with applicable procedures. In the context of the Solar-Powered Public Lighting Project (PJUTS), QC is crucial because it covers aspects of public safety, state budget efficiency, and compliance with applicable technical specifications. Furthermore, QC helps prevent errors or defects in the installation process, which, if ignored, could result in technical losses and damage to the reputation of the project implementing organization.

A systematic approach to quality control generally refers to a continuous improvement cycle such as PDCA (Plan-Do-Check-Act) or the Deming cycle. This cycle helps organizations to set quality objectives, carry out activities according to plan, conduct evaluations, and take corrective action based on the findings of the evaluation. Andespa (2020) notes that the application of these cycles enables companies to create work processes that are adaptive and responsive to changing field conditions. Additionally, the fundamental principles of QC emphasize the importance of active participation from all levels of the organization, from top management to field staff.

With the development of digital technology, the concept of the Internet of Things (IoT) has become a revolutionary approach in strengthening QC systems. IoT refers to a network of connected devices that are capable of sending and receiving data via the internet without direct human interaction. This technology consists of several main components, such as sensors, actuators, physical devices, gateways, and the cloud. According to Selay et al. (2022), IoT can improve operational efficiency and accelerate real-time data-driven decision-making processes. In the context of QC, the use of sensors to monitor installation processes, GPS-based camera for

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visual documentation, and cloud platforms such as Google Drive and Looker Studio enable project management to conduct instant and centralized evaluations of field conditions. The application of IoT in quality control has also been proven to improve accountability and transparency in project reporting processes. Field inspection data can be sent directly to the central system and shared in real-time with supervisors, auditors, or relevant stakeholders. This significantly reduces the potential for human error and data manipulation that often occurs with manual methods. A study by Burkhalter (2020) shows that the use of IoT in the manufacturing and automotive industries has reduced production defects and improved decision-making accuracy. In the textile and food industries, the implementation of IoT has helped accelerate the tracking of problem sources and promoted energy efficiency through the automatic integration of data between production lines (Kucera, 2024).

However, the adoption of IoT technology is not without its challenges. One of the main challenges is resistance from human resources. Many employees find it difficult to adapt to new technologies that require additional digital literacy and technical understanding. Efendi (2018) explains that changes in work systems due to the implementation of digital technology often create psychological and technical barriers. Insufficient training, inadequate infrastructure, and a work culture not yet accustomed to digitalization are the main barriers in the technology transformation process. Therefore, the implementation of IoT must be accompanied by a comprehensive change management approach, including training, socialization, and ongoing support for employees.

In the PJUTS project run by PT Industri Telekomunikasi Indonesia (Persero), IoT is used to strengthen the monitoring process of solar-powered lighting installations through cloud-based digital devices. The integration of GPS cameras, Looker Studio, My Maps, and spreadsheets as digital reporting tools forms a more structured and transparent quality control system. Field documentation, which was previously done manually, can now be accessed online, accelerating the validation process and the preparation of project progress reports. This also improves coordination efficiency between teams, both within the company and with external partners, and supports decision-making based on actual data.

Related literature also highlights the importance of optimization in the context of QC technology. Optimization means managing and maximizing resources and processes to produce the best output without compromising quality. Tigor Siagian et al. (2020) state that in the optimization process, efficiency and effectiveness are the two main indicators. The

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use of IoT technology enables companies to reduce inspection time, lower operational costs, and improve reporting accuracy. Thus, the implementation of IoT in QC not only yields technical efficiency but also creates added value in strategic and business sustainability aspects.

METHODOLOGY

This study employs a qualitative research approach to explore the implementation of Internet of Things (IoT) technology in optimizing the quality control (QC) process during the installation of Solar Public Street Lighting (PJUTS) projects at PT Industri Telekomunikasi Indonesia (Persero). A qualitative approach is chosen because it allows the researcher to obtain in-depth and contextual insights regarding how IoT-based tools are integrated into daily QC operations, as well as how employees and stakeholders respond to these changes. The nature of the research is exploratory and descriptive, aiming to capture real-world practices, identify patterns, and highlight the opportunities and challenges emerging from IoT implementation.

Data collection was carried out through a combination of field observation, in-depth interviews, and documentation analysis. Observations were conducted directly in the operational environment of the project site, particularly within the QC and HSE division of the Operation Department. Through this method, the researcher was able to witness firsthand the use of GPS-based cameras, cloud-based monitoring platforms (such as Google Drive, My Maps, Looker Studio), and digital reporting tools used in the field. These observations also helped identify the actual work procedures, project documentation flows, and the role of IoT in daily decision-making processes.

In addition to observation, in-depth interviews were conducted with key informants, including quality control officers, project supervisors, and IoT system users. These interviews were semi-structured, allowing flexibility for respondents to provide rich and detailed explanations about their experiences, opinions, and challenges in adopting IoT technology. Interview responses were recorded and transcribed for analysis, ensuring that key themes and perspectives could be accurately interpreted.

Document analysis served as the third source of data, which involved reviewing internal documents such as installation reports, digital monitoring logs, and SOPs related to QC procedures. This helped validate the findings from interviews and observations, while also offering a broader understanding of how IoT is formally positioned within the organizational workflow.



To ensure data validity, this study applied triangulation techniques, including source triangulation, method triangulation, and time triangulation. Source triangulation was performed by comparing information from different informants; method triangulation by integrating multiple data collection methods; and time triangulation by conducting data collection across different periods of the internship. This approach strengthens the credibility and reliability of the research findings.

Data analysis was carried out using Miles and Huberman's interactive model, which consists of data reduction, data display, and conclusion drawing or verification. During the reduction phase, raw data were organized and simplified to focus on the most relevant aspects related to IoT implementation in QC. The display phase involved presenting the data in narrative and tabular forms to identify emerging themes and patterns. Finally, in the conclusion drawing phase, the researcher interpreted the results and formulated insights regarding the effectiveness, challenges, and implications of using IoT in the QC system of PJUTS projects.

Through this methodological framework, the study seeks to generate a comprehensive understanding of how digital transformation through IoT integration can optimize quality control processes and contribute to more effective project execution in public infrastructure contexts.

RESULTS AND DISCUSSION

The implementation of Internet of Things (IoT) technology in the Quality Control (QC) system of the Solar-Powered Public Street Lighting (PJUTS) project by PT Industri Telekomunikasi Indonesia (Persero) has had a transformational impact on project monitoring mechanisms, documentation management, and the effectiveness of field monitoring. Based on field observations, technical documentation, and in-depth interviews with various parties involved during the internship, it was found that the integration of various cloud-based digital devices and platforms—such as GPS-enabled cameras, Google My Maps, Looker Studio, Google Drive, and online spreadsheets—has shifted the QC implementation paradigm from a conventional model to a more digital, adaptive, and real-time data-driven approach.

One of the most obvious aspects of the application of this technology can be seen in the early stages of the QC process, namely during the verification of documentation sent by field partners. Based on company SOPs, all work results must be documented in the form of photographs with certain technical standards: including images of the condition of lamp posts, battery boxes, the position of solar panels, and the surrounding

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environment showing the presence of PJUTS. Photos must also be accompanied by GPS coordinate metadata and visual elements of work safety. However, in practice, the data received by the QC team often fails to meet these requirements. Some of the issues identified include duplicate documentation (old photos resubmitted), photos taken from improper angles, poor lighting, and GPS metadata that is unreadable or displays irrelevant locations. These issues not only hinder the verification process but also increase the risk of false data, which could undermine the credibility of project reporting. As a result of this documentation inconsistency, the QC team often performs a process called “documentation reconstruction,” which involves retracing field points based on other supporting data or requesting that partners retake photos. Based on interviews with QC staff, this process can take between 2 to 3 days per location, depending on the complexity of the area and the partner's response. This demonstrates that while IoT technology is available, its effectiveness remains highly dependent on the quality of input data and the discipline of field partners.

Furthermore, the observations also found significant discrepancies between the installation coordinates reported by partners and the actual locations in the field. In some cases, the coordinates indicated locations in the middle of forests, rivers, or areas without road access, even though the PJUTS should have been installed on the side of public roads. This shows that some partners are not yet able to use GPS device optimally, or are simply copying data from other points. These errors can certainly lead to failures in asset tracking and may result in financial and reputational losses for the company. This is where the role of an IoT-based system becomes crucial—the use of My Maps and data integration in Looker Studio enables the QC team to visualize data in the form of digital maps that can be compared with factual data. When discrepancies arise, the team can immediately take clarification actions before the project is reported as completed.

However, the use of IoT-based systems is not without obstacles. The main challenge stems from the limitations of digital infrastructure at the installation site, particularly in remote areas with unstable internet signals. In many cases, field partners have to delay data transmission due to the lack of internet connectivity. This causes delays in the project verification and reporting process, ultimately reducing the efficiency of work implementation. Additionally, the limited capacity of the QC team is also a significant obstacle. Based on the work structure observed during the internship, there are only two QC personnel handling hundreds of installation points spread across the country. With such a workload, the QC team cannot conduct direct on-site supervision at every location, making them heavily reliant on the accuracy of digital reports submitted by

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partners. Unfortunately, when partners lack sufficient capacity or commitment, the quality of reports becomes highly inconsistent.

High employee turnover on the part of partners is also a serious problem. In large projects, there are often changes in field staff, either due to short-term contracts or differences in partner management policies. As a result, new staff members are unfamiliar with work standards and the technology used. The QC team must conduct regular retraining, which of course takes time and incurs additional costs. Some partners even lack supporting equipment such as GPS cameras or integrated Google Workspace accounts, forcing the QC team to provide alternatives or manual assistance.

Despite the various challenges mentioned above, this study found that the effectiveness of the system can still be maintained through a disciplined work mechanism and a periodic evaluation system. PT INTI has implemented a weekly evaluation system in which the QC team and partners sit down together to discuss findings, issues in the field, and recommendations for improvement. This process enables continuous feedback and fosters a work culture open to improvement. A sanctions system is also in place, such as payment deductions or delayed disbursements if significant SOP violations are identified.

However, this penalty system should not be the only control mechanism. Based on field findings, most violations occur not due to negligence, but due to a lack of technical understanding or partners not yet being accustomed to using digital systems. Therefore, an educational approach based on capacity building needs to be enhanced. One recommendation is the development of SOP modules in the form of video tutorials that are easily accessible to partners via mobile devices, as well as the provision of a user-friendly and interactive reporting dashboard.

In terms of productivity and efficiency, the current Quality Control system shows an imbalance between input and output. Although the end result is valid documentation and complete reporting, the effort required is enormous, both in terms of time, human resources, and technical troubleshooting. This indicates that the system is not yet running efficiently and is not scalable if the project is expanded to a larger scope. Therefore, a regional zoning-based monitoring strategy should be considered, where each zone has its own QC officer responsible for conducting field verification, building relationships with local partners, and submitting reports to the central office. This way, the workload is no longer centralized, and responses to field issues can be faster.

This study also reveals that the implementation of IoT technology indirectly drives digital transformation within organizations. Over the course of a four-month internship,

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the author observed that QC staff who initially struggled to operate the Looker Studio dashboard and Google Spreadsheet are now becoming accustomed to them and can even process data visualization independently. This demonstrates that adapting to technology is not impossible, provided adequate time, training, and support are provided.

Overall, it can be concluded that the implementation of IoT in the Quality Control system of the PJUTS project at PT INTI has brought about significant progress, particularly in terms of data visibility, reporting accountability, and problem detection speed. However, to achieve full optimization, the company needs to strengthen organizational aspects, enhance human resource capacity, and design a more adaptive and distributed monitoring system. The success of IoT implementation does not solely depend on the sophistication of the devices but also on how well the organizational structure, human resource commitment, and managerial support can accommodate the complexity of a national-scale project like PJUTS.

CONCLUSIONS

This study concludes that the implementation of Internet of Things (IoT) technology significantly contributes to improving the effectiveness of the quality control (QC) system in the Solar Public Street Lighting (PJUTS) project conducted by PT Industri Telekomunikasi Indonesia (Persero). By incorporating cloud-based tools such as GPS-enabled cameras, Looker Studio, My Maps, Google Drive, and Spreadsheets, the company has been able to monitor field activities with greater accuracy and ensure better compliance with Standard Operating Procedures (SOPs). These technologies enable real-time documentation, remote validation, and centralized data management, all of which are critical for large-scale infrastructure projects distributed across vast geographic areas.

Despite these advances, the study also reveals that the QC system still faces several efficiency challenges. Geographic constraints, limited human resources, partner turnover, and low technological literacy among field contractors continue to hinder smooth and timely project execution. The quality control team often has to compensate for these issues by repeating inspections, reconstructing documentation, and re-educating partners about SOP compliance. These tasks, while necessary, result in delays and increased workload, which reduce the overall efficiency of the QC process.

Nonetheless, the effectiveness of the system in detecting and resolving SOP violations is evident. Weekly evaluations, the use of visual and geospatial documentation, and the application of sanctions for non-compliance have all contributed to a relatively

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successful QC framework. However, relying solely on punitive mechanisms is not sustainable in the long run. A more proactive, educational, and partner-focused approach is needed to build long-term awareness and commitment to quality standards.

In conclusion, while IoT has clearly improved the quality control process at PT INTI, its full potential will only be realized if supported by structural enhancements, adequate personnel, and continuous capacity building. The findings of this study suggest that optimizing QC through IoT is not solely a matter of technology, but also of organization, supervision, and human capital development. Future efforts should therefore focus not only on upgrading tools but also on redesigning the QC system to be more adaptive, collaborative, and resilient in facing the complexity of national-scale infrastructure projects.

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